



UNODC

United Nations Office on Drugs and Crime

Guidelines for UNODC Evaluation Reports¹

Please visit IES's website for additional information:

<http://www.unodc.org/unodc/en/evaluation/normative-tools.html>

consult the IES Handbook:

<https://www.unodc.org/unodc/en/evaluation/evaluation-handbook.html>

or contact IES directly for more guidance.

CONTENTS

A standard evaluation report starts with a **cover page, a table of contents, a list of abbreviations and acronyms, an executive summary and a matrix of findings, evidence and recommendations.**

The evaluation report should further contain the following **main chapters**: Management Response; Executive summary – including Summary matrix of findings, evidence and recommendations; Introduction; Evaluation findings; Conclusions; Recommendations; Lessons learned and best practices; and the following **Annexes**: ToR of the evaluation; Evaluation tools: questionnaires and interview guides; desk review list; list of persons contact during the evaluation.

The evaluation reports needs to fulfil the following criteria regarding its length and number of recommendations:

- **Executive Summary** (excluding summary matrix of findings): no more than 4 pages, equalling up to 14,000 characters including spaces;
- **Evaluation report** (main body; excluding Ex. Summary and annexes): no more than 25-30 pages, excluding the four annexes, equalling up to 100,000 characters including spaces;
- **Recommendations**: the maximum number of recommendations is 10.

Annexes should be kept to an absolute minimum. Only those annexes that serve to demonstrate or clarify an issue related to a major finding should be included.

Information should only be included in the report if it significantly affects the analysis and serves to clarify issues. Rather than repeating, references should be made to annexes or other parts of the report. Sources of information used should be referenced in a consistent manner.

¹ Please ensure that the template for evaluation reports is used – available online:

https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Eval_Report

FORMAT

Please note: The **UNODC Evaluation Template Report must be used**. Write your text on top of the text laid out in the Word file to adopt the correct format and style, i.e. A4 format, Adobe Garamond Pro for body text and page numbers and Myriad Pro for figures, tables and other graphical elements.

Pages should be **numbered** consecutively using **Roman numerals** from the page following the cover page until the end of the matrix and **Arabic numerals** from the Introduction chapter until the end of the document, including the annexes, with the **numbers appearing in the middle at the bottom of the pages**. **Paragraphs should not be numbered**. For footnotes, see template report.

Spell-check as well as grammar check should further be undertaken before the report is submitted. The document on UN spelling should be consulted².

The report should be submitted in **electronic format in Word in black and white**.

Should the report be type-set and printed, standard Word-style tables as well as the original Excel files for all "figures" and tables that employ a table format should be submitted along with the report.

MANAGEMENT RESPONSE

The recommendations of the summary matrix are included by the evaluation team – project/programme management is responsible for providing a response to each recommendation and respective text after the evaluation report is cleared.

EXECUTIVE SUMMARY

This section should consist of a concise executive summary of **no more than four pages (equalling up to 14,000 characters including spaces)** that includes:

- a) Short introduction with a description of the project including its objectives, the purpose and scope of the evaluation, the evaluation methodology, and, the composition of the evaluation team;
- b) The main findings of the evaluation for each of the evaluation criteria;
- c) The main conclusions;
- d) Only the main recommendations with a clear illustration of how these build upon the conclusions and in turn upon the findings (please refer to the summary matrix for the full list of recommendations). See more guidance in relation to the matrix and the chapter on recommendations in the main body.
- e) The main lessons learned.

² https://www.unodc.org/documents/evaluation/Guidelines/United_Nations_Editorial_Manual_Spelling.pdf

The executive summary should not be a repetition of the text of the main body but be drafted in a crisp, short and clear manner with the objective to convey the key and most important information about the evaluation to a wide array of readers.

The below provides you with the correct formatting to be used throughout the report – including the different levels of headings, standard text, etc.

*Evaluation reports written in a language other than English **must be** accompanied by an English translation of the executive summary prepared by a competent translator and cleared by the Independent Evaluation Section.*

Background

Purpose, scope and methodology of the evaluation

Main findings

Main conclusions

Main recommendations

Lessons learned and best practices

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

The summary matrix should only include the most significant findings and all recommendations. The recommendations should be relevant, actionable and be clearly directed to the **specific group of stakeholders (e.g. Project Management of respective project/programme³; specific office; unit; section; etc.)**. **The maximum number of recommendations is 10**. They should be ranked by importance, beginning with the most important recommendations and finish with the least important ones.

The evidence column should illustrate the general sources of the findings that lead to the recommendations (e.g. desk review of project documents and progress reports; interviews with internal stakeholders; interviews with recipients; etc.)

PLEASE NOTE: The finding and recommendations should be succinct to match the format of a matrix and not be directly copied from e.g. the findings or recommendations chapter in the main body. The topic of each finding and related recommendation should be clearly indicated with a sub-heading.

³ The recommendations could also be directed to Project Management and clearly refer to the cooperation with specific other responsible units; sections; offices; etc.

Findings ⁴	Evidence (sources that substantiate findings)	Recommendations ⁵
1. TextText Text Text Text	e.g. Interviews with recipients; desk review; observation; online survey	1. Topic of the recommendation: TextText Text Text Text TextText Text Text Text TextText Text Text Text TextText Text Text Text Text (<i>responsible office/unit/etc.</i>)
2.		2.
3.		3.
4.		4.
5.		5.
6.		6.
7.		7.
8.		8.
9.		9.
10.		10.

I. INTRODUCTION

PLEASE NOTE: The main body of the report should not exceed 25-30 pages, excluding the four annexes (up to 100,000 characters including spaces). The report should further include relevant maps, graphs, pictures etc. of project/programme implementation.

Background and context

This sub-section should include:

- a) The overall concept and design of the project, including an assessment of its strategy; the planned time and resources; and, the clarity, logic and coherence of the project document.
- b) The purpose (objective) and scope (coverage) of the evaluation.
- c) The composition of the evaluation team (including short background; expertise; number and gender of evaluators);

⁴ A finding uses evidence from data collection to allow for a factual statement. In certain cases, also conclusions may be included in this column instead of findings.

⁵ Recommendations are proposals aimed at enhancing the effectiveness, quality, or efficiency of a project/programme; at redesigning the objectives; and/or at the reallocation of resources. For accuracy and credibility, recommendations should be the logical implications of the findings and conclusions.

- d) A map of the countries in which the project is active (please refer to the UN Geospatial information website: <http://www.un.org/Depts/Cartographic/english/htmain.htm>)

Purpose and scope of the evaluation

The composition of the evaluation team

Evaluation methodology

This section should describe the approach and methods used to obtain, collect and analyze the data. This part is very important as it provides the basis for the credibility of the evaluation results. Reference should be made to the annex encompassing the evaluation tools.

The evaluation methodology should support the purpose of the evaluation. It should further answer each of the evaluation questions posed in the TOR and further refined in the inception report, by creating the conditions for internal or external validity of the study. The evaluation report should contain a logical sequence; evidence-assessment; assessment-findings; findings/conclusion-recommendations.

Reference must be made to the desk review, identification and inclusion of stakeholders in the evaluation process, sampling strategy and triangulation.

Please include at least the following graphics:

- Number and type of stakeholders interviewed (e.g. pie chart), including sex of interviewees, and number and type of stakeholders surveyed (if applicable);
- Countries visited during the field mission

Limitations to the evaluation

The report should highlight major constraints that had an impact on the evaluation process, i.e., limited field missions due to security constraints, limited budget, limited time and unavailability of some major stakeholders for interviews. This section should further include how these limitations were overcome.

II. EVALUATION FINDINGS

This section is the most important one since it covers the analysis of information and articulates the findings of the evaluation. It is the longest and most detailed section of the report and it should be based on facts, proven by reference to source/methodology. The other sections of the report should draw on and make references to this part.

A finding uses evidence from several sources to allow for a factual statement. All questions per criteria – as per the cleared Inception Report – need to be included in a box (see exemplary boxes below), followed by the key findings relating to the questions.

When writing this section the evaluation team must keep in mind that findings are presented not only for documentation purposes. Most importantly, they aim at substantiating the conclusions, recommendations and lessons learned of the evaluation.

The box for all questions under each criteria need to be included. Moreover, the box with the main findings/summary per criteria needs to be included as well – with up to a maximum of three sentences.

Moreover, please also **clearly relate to the role of UNODC to support the implementation of the SDGs**, UNODC's role in the country, its cooperation with other UN agencies, etc. – in line with the Evaluation ToR.

PLEASE NOTE: Relevant maps, graphics, statistics, pictures, etc. should be included where possible.

Design

Evaluation questions:

- All evaluation questions on the specific criteria from the cleared Inception Report need to be copied in a box under each criteria.

This sub-section addresses the design of a project by measuring:

- Appropriate participatory needs assessment and context analysis.
- The logical framework approach, with measurable expected objectives, outcomes and outputs, performance indicators (including gender equality and human rights), targets, risks, mitigation measures and assumptions.

Summary - Design

A summary, synthesising in a maximum of three sentences the key findings under each criteria needs to be added.

Relevance

This part should address the relevance of the project in meeting the needs, in solving the problems identified and in contributing to relevant national and international programmes and policies. Relevance is the extent to which the objectives of a project are continuously consistent with recipients' needs, UNODC mandate and overarching strategies and policies.

Efficiency

Efficiency is a measure of how resources/inputs (funds, expertise, time, etc.) are converted into outputs.

The report should indicate the extent to which the planned outputs have been delivered and how they contributed to the attainment of the objectives, as well as show how the outputs have been delivered within the planned time frame and with the resources available to the project.

This part of the report should also address how the outputs have been implemented, noting any constraints. In particular, it should examine the following:

- a) The appropriateness of overall institutional and management arrangements and the impact that these had on the implementation and delivery of the outputs;
- b) The kind of backstopping received from the relevant units and sections at UNODC headquarters or the relevant field office;
- c) Whether and how the outputs were monitored during implementation.

Partnerships and cooperation

This part of the report should examine the coordination and collaboration arrangements that have been made with partners and stakeholders.

Partnerships and cooperation is a measure of the level and quality of UNODC's cooperation with external partners and stakeholders, e.g. donors, NGOs, Governments, other UN agencies etc., through:

- a) The extent to which the right partnerships have been identified.
- b) The extent to which partnerships have been sought and established, and synergies been created in the delivery of assistance.
- c) The extent to which there was effective coordination among partners.
- d) The extent to which partnerships' responsibilities were fully and effectively discharged.
- e) The extent to which partnerships' inputs were of quality and provided in a timely manner.
- f) The extent to which the project contributes to the One UN, UNDAF, and other UN system-wide coordination mechanisms, e.g. participation in UN Country Team, and the extent to which UNODC's participation in UN activities influence its performance.

Effectiveness

Effectiveness is the extent to which a project achieves its objectives and outcomes. The report should show whether and how the objectives and outcomes have been achieved.

When objectives and outcomes have been fully met, the report should show how these are contributing to the attainment of the results contained in the UNODC strategy and the relevant UNODC thematic, regional and country strategic frameworks.

When some of the objectives and outcomes have not been attained, the report should show what progress has been made towards achieving them and how they contribute to the attainment of the results contained in the UNODC strategy and the relevant UNODC thematic, regional and country strategic frameworks.

The report should cover the objectives and the outcomes of the project and demonstrate the short and medium-term effects that the project is likely to achieve or have already achieved, e.g. whether the project has made a difference; how it has made a difference, etc.

The report should further highlight major constraints and problems that have impacted the implementation and delivery of the project. The aim is to learn from these constraints and avoid them in the future, or find solutions to improve performance.

Impact

This sub-section should try to capture the contribution of the intervention under evaluation to positive and negative, primary and secondary long-term economic, environmental, social change(s) produced or likely to be produced by a project, directly or indirectly, intended or unintended, after the project was implemented. Reference must be made to the methodology.

Sustainability

Sustainability is concerned with measuring whether the benefits of a project are likely to continue after its completion. This sub-section should describe the probability of continued long-term benefits and the resilience over time of the net effects of the intervention.

Human Rights, Gender Equality and leaving no one behind

This section should address the programming principles required by a human rights based approach of the interventions and should identify and analyze the inequalities, discriminatory practices and unjust power relations within the limits of UNODC's mandate. Evaluating Human Rights and Gender requires paying attention to which groups benefit and which groups contribute to the intervention under review. Groups need to be disaggregated by relevant criteria: disadvantaged and advantaged groups depending on their gender or status.

Innovation (optional)

This sub-section should deal with the extent to which: (i) a project deviates from its planned activities and outputs to initiate efficient and effective innovative practices; (ii) UNODC introduces new practices (methods, procedures, or devices), pilots them and supports their dissemination.

III. CONCLUSIONS

The report must draw overall conclusions based on the evaluation findings. Conclusions should add value to the findings and draw on data collection and analyses undertaken through a transparent chain of arguments.

Conclusions point out the factors of success and failure of the evaluated project, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness.

PLEASE NOTE: There must be a clear link between the findings, the conclusions and the recommendations.

IV. RECOMMENDATIONS

This part of the report should provide clear, useful, time-bound and actionable recommendations aimed at enhancing the project performance and improving the sustainability of results.

The report should clearly present recommendations that are aimed, for example, at improving project design, delivery and overall management, as well as substantive recommendations on the topic under evaluation or at changing policy.

The recommendations should clearly build upon the conclusions, which in turn build upon the findings.

Each recommendation should clearly indicate the action to be undertaken or the decision to be made, as well as the specific group of stakeholders (same as in the Summary Matrix) to which the recommendation is addressed.

PLEASE NOTE: Recommendations are not directed at Governments as the objective of the evaluation is the respective project or programme.

It is essential to show the linkages between finding/conclusion and recommendation. This part of the report should provide more detailed information on the recommendation as compared to the summary matrix. The maximum number of recommendations is 10. They should be ranked by importance, beginning with the most important recommendations and finish with the least important ones. The topic of each recommendation should be clearly indicated with a sub-heading.

Recommendations need to be clearly derived from the findings and conclusions. Utility is promoted when the recommendations are SMART (Specific, Measurable, Actionable, Results-oriented, Time-bound), prioritized, of a manageable number,

and appropriately pitched to the target group responsible for taking action. To further support utilization of evaluation results, recommendations should easily allow the responsible party to address the recommendation in a management response and follow up action plan.

V. LESSONS LEARNED AND BEST PRACTICES

Lessons learnt are “Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact”.

Lessons learned are a key component of any knowledge management system and they are important for continuously improving the performance of organizations like UNODC. Sometimes these lessons will be derived from success and sometimes they will be derived from areas where there is room for improvement.

The purpose of a lesson learnt is to see what works and what does not. Lessons can be success stories that should be repeated or they can be areas in which change towards improvement is to take place. They can offer advice on how to improve processes (how things were done) or products (outputs).

The evaluation report should focus on the most important lessons, especially those with wider applicability and those that have the following characteristics:

- a) The lessons learned from a specific project should highlight the strengths and weaknesses in preparation, design and implementation that affect performance, outcomes and impact. They are also applicable to other projects and programmes, as well as policies, and have the potential to improve future actions.
- b) Lessons learned should be based on findings and evidences presented in the report. Lessons learned should neither be written as recommendations, nor as an observation or description.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

Text to be copied from the cleared TOR.

PLEASE NOTE: The annexes of the ToR should not be included.

NOTE on the Annexes: further annexes may be included in case they add value to the evaluation report (e.g. case studies; list of outputs and outcomes achieved/not achieved; etc.)

ANNEX II. EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

ANNEX III. DESK REVIEW LIST

UNODC documents

Number of internal documents reviewed:

External documents

Number of external documents reviewed:

Overall number of documents reviewed:

ANNEX IV. LIST OF PERSONS CONTACTED DURING THE EVALUATION

<i>Number of interviewees</i>	<i>Organisation</i>	<i>Type of stakeholder⁶</i>	<i>Sex disaggregated data</i>	<i>Country</i>
Sample text	Sample text	Sample text	Male: Female:	Sample text
Sample text	Sample text	Sample text	Male: Female:	Sample text
Total:			Male: Female:	

⁶ This could be e.g. Civil Society Organisation; Project/Programme implementer; Government recipient; Donor; Academia/Research institute; etc.